

R. Lively -
February 3, 1992
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I am confident that this reorganization will allow us to make the best possible use of our resources. I realize that these changes raise certain personnel and budgetary procedural issues. Please let me know what information you will need to satisfy any such procedural requirements.

cc: M. Bourlas
J. Charles
A. Kassman
R. Pages
C. Wall
M. Winokur

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PHILIP MORRIS MANAGEMENT CORP.

INTER-OFFICE CORRESPONDENCE
120 PARK AVENUE NEW YORK, NY 10017-5592

TO: Ronald Lively

DATE: February 3, 1992

FROM: Steven Parrish *SP/sh*

RE: Restructuring S & T

I have recently discussed with Helmut Gaisch the changes we will implement in the S&T group. For your convenience, the details are described below.

- The entire Patent group (J. Mandiratta, L. Rosner and M. Polak) and two of the scientists and one secretary previously in the S&T group (H. Reif, R. Dempsey and C. Dubuis-Meile) will transfer immediately to Research and Development. The remainder will comprise the S&T unit.

Project management and related expenses for INBIFO will be transferred to R&D as well as certain primary issue grants and consultant contracts to be determined by C. R. Wall.

The restructured S&T unit will be responsible for the following:

- Providing strategic input on proactive measures regarding ETS and IAQ; providing Corporate Affairs personnel with scientific support with respect to ETS and IAQ issues; providing advisory and spokesperson services regarding ETS and IAQ in contacts with scientists, journalists, politicians and various institutions; acting as a liaison between Corporate Affairs personnel and Covington & Burling regarding the consultants program; monitoring the scientific literature regarding ETS; providing Corporate Affairs personnel with scientific support regarding specific issues such as health warnings, regulatory issues and the efforts of various third-party institutions, and; advising senior management on matters relating to ETS and IAQ.

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